

Many of the articles listed are available in reprint form from *The Quarterly*. They are marked with an asterisk (\*), with ordering information (order number and cost) appended to their descriptions.

Information on the availability of reprints from the February 1982 (No. 4) issue may be obtained from *The Quarterly*, 327 Statler Hall, Cornell University, Ithaca, NY 14853.

### May 1981 (Vol. 22, No. 1)

**(The Inn-Side of the Law) Hotel Fires: The Innkeeper's Risks and Responsibilities**, by John E. H. Sherry. The innkeeper is legally obligated to exercise reasonable care for the safety and security of guests. Various judicial interpretations of this obligation are examined in terms of the innkeeper's potential liability in the event of a hotel fire. Pages 4-5.

**\*What You Should Know about the Wage-Hour Law**, by Gerald J. Stefanick. A practical examination of the operator's obligations to employees under the wage-hour law. The article shows operators how to avoid costly assessments for inadvertent violations of the law—an all-too-common occurrence in the hospitality industry. Pages 6-11. [L8; \$2.00]

**Inflation: How Will the Industry Cope?**, by Robert C. Lewis and Thomas J. Beggs. Chief executives in the hospitality industry consider the effects of continuing inflation. Most predict that their own companies will perform well, but foresee the industry as a whole experiencing little real sales growth through 1985. Pages 12-18.

**\*Public Relations for the Hotel Opening**, by Jessica Dee Zive. A thorough guide to planning publicity-generating events, developing press materials, and cultivating good media relations. Pages 19-28. [M10; \$2.50]

**How Hotel Executives Made the Climb to the Top**, by Mikael Swanljung. A survey of successful hospitality executives holds insights on how newcomers to the industry should structure their careers. Pages 30-34.

**Principles of Strategic Planning for the Food-Service Firm**, by Robert L. Sirkis and Stephen M. Race. This article outlines some of the principles of strategic planning—an important management tool—for the food-service manager. Pages 35-41.

**A Profile of the Hotel Personnel Manager**, by James R. Pickworth. Labor management is particularly important in service industries. This study of hotel personnel managers examines the activities of the managers responsible for the effective use of human resources. Pages 42-46.

**\*Taking the Dread Out of Employee Evaluations**, by William E. Kent. A guide to conducting more effective employee evaluations, with practical suggestions for composing employee appraisal forms and conducting evaluation interviews. Pages 47-50. [ER8; \$1.00]

**\*The Positioning Statement for Hotels**, by Robert C. Lewis. Market positioning involves the presentation of a product's distinctive subjective attributes. Hotel marketers commonly make the mistake of emphasizing the objective characteristics of their properties—such as number of rooms, prices, facilities—and thus fail to position their properties effectively. Pages 51-61. [M11; \$1.50]

**Environmental Design: The Food-Service Manager's Role**, by Carolyn U. Lambert. The influence of restaurant design on customer behavior is an important but often ignored factor in successful restaurant operation. The author decries inadequate research in the area of restaurant design, and suggests new methods of evaluation. Pages 62-68.

**The Capital-Investment Decision: Techniques Used in the Hospitality Industry**, by James J. Eyster, Jr., and A. Neal Geller. Although more hospitality operators have explicit capital-budgeting plans now than in the past, few operators employ the most reliable techniques (discussed herein) in evaluating investment opportunities. Pages 69-73.

**Calculating Potential Sales Value: A Computer-Assisted Technique for Beverage Control**, by G. Kent Stearns and Jack D. Ninemeier. Using a computer-simulation model to determine the potential sales value of spirits allows the operator to establish a reliable control system without time-consuming paperwork. Pages 74-77.

**The First World Hospitality Congress**. Hospitality representatives analyze the effects of a volatile economy on both large and small hospitality firms, and propose innovative techniques for marketing and strategic planning in the years ahead. Pages 78-80.

**The Lodging Market Analysis: Providing Data You Can Capitalize On**, by G. Henrik Suhr. An examination of a new computer-based service that tracks a lodging property's market, allowing the hotelier to monitor the competition, chart business trends, and measure the effectiveness of his marketing efforts. Pages 81-84.

### August 1981 (Vol. 22, No. 2)

**(Notes) On Hotel Rates: A Matter of Opinion**, by Ernest L. Shapiro. With the recent declines in airline traffic and hotel occupancy, hoteliers should take a close look at the price-value relationship they offer. Pages 6-7.

**(Notes) Marketing the U.S. Travel Bargain**, by Thomas S. O'Connor. Even with gains in the strength of the dollar, travel in the United States remains one of the best buys available to the international tourist. Page 7.

**(The Inn-Side of the Law) Owners, Operators, and Liability: When Injuries and Damages Occur, Who Is Responsible?**, by John E. H. Sherry. An examination of a New York court case that illustrates the legal liability of owners and operators of multiple-dwelling properties in the event of injury and damage caused by structural failure. Pages 8-9.

**\*Protecting Your Lease: How to Pinpoint Troublesome Assignment Clauses**, by Raymond W. Goldfaden. A useful guide to understanding your rights under a restaurant lease. Pages 10-14. [L10; \$2.00]

**\*Ten Steps to Effective Public Speaking for Hospitality Managers**, by Eugene A. Ference. Practical guidelines for developing your confidence and expertise in speaking to groups of any size. Pages 15-25. [GM1; \$3.00]

**\*National-Origin Discrimination and the Hospitality Industry**, by John P. Kohl and Paul S. Greenlaw. An examination of the hotel operator's responsibilities under new guidelines issued by the Equal Employment Opportunity Commission on national-origin discrimination in hiring and promotion. Pages 26-29. [L9; \$1.50]

**A New Marketing Mix for the Hospitality Industry**, by Leo M. Renaghan. Traditional marketing-mix concepts have little utility for the hospitality industry, because they reflect strategies for selling products, rather than services. This article presents a new, service-oriented approach to marketing for the hospitality operator. Pages 30-35.

**Marketing Intangible Products and Product Intangibles**, by Theodore Levitt. An examination of how the intangible aspects of a product—a hotel's reputation for cleanliness or the reliability of an accounting firm, for instance—are marketed. Pages 36-44.

**Marketing to Meeting Planners: What Works?**, by Heidi Bloom. A recent study yields insight into the composition of the meetings market and suggests where hoteliers should spend their marketing dollars. Pages 45-50.

**Entrepreneurs in the Hospitality Industry: A Psychological Portrait**, by Florence Berger and Barbara Bronson. A study of hospitality entrepreneurs' values and backgrounds sheds light on the qualities needed to run an independent enterprise successfully. Pages 52-56.

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#### November 1981 (Vol. 22, No. 3)

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**\*In Case of Fire: A Special Section on Hotel Fire Safety.** A general introduction to *The Quarterly's* section on hotel fire safety. Pages 5-7. [PM13 (includes the three following articles on fire-safety subjects); \$5.00]

**Designing and Maintaining Your Hotel for Fire Safety**, by Robert E. Clinton. An examination of hotel designs and maintenance procedures that reduce the likelihood of damage and injury from fire. Pages 8-10.

**Selecting Fabrics for Fire Safety**, by Richard R. Hess. A look at new advances in the production of fire-resistant fabrics. Page 11.

**Training Your Employees for Fire Safety**, by Raymond C. Ellis. Practical guidelines on how to train hotel staff members in techniques of fire prevention and fire fighting. Pages 12-15.

**(The Inn-Side of the Law) Trespassing Reporters: What Are the Rights of the Restaurateur?**, by John E. H. Sherry. A recent New York case reaffirms the right of the restaurateur to protect his business premises against illegal entry by reporters. Pages 16-17.

**Global Gamesmanship: How the Expatriate Manager Copes with Cultural Differences**, by Thomas Patrick Cullen. An examination of the problems facing the expatriate managers of international hospitality firms. Pages 18-24.

**Hotel Logos.** Results of a *Quarterly* survey on the factors that influenced the logo design of 16 leading hospitality firms. Pages 25-31.

**Examining the Eighties.** A group of faculty members from the Cornell School of Hotel Administration look at the forces that will shape the hospitality industry in the coming decade. Pages 32-36.

**Guest Surveys: A Missed Opportunity**, by Robert C. Lewis and Abraham Pizam. Hotel guest surveys could offer crucial information for evaluating current policies and making management decisions, but many surveys in use today obscure as much as they reveal. This article shows how traditional surveys fail, and outlines a new method for gathering information. Pages 37-44.

**\*A Hotelier's Guide to Energy-Management Systems**, by David Saidel. An examination of new, technologically advanced energy-management systems that can reduce costs and improve service at hotels. Pages 57-62. [PM12; \$2.50]

**\*1981 Bibliography of Hotel and Restaurant Administration**, by Margaret J. Oaksford. Index to articles appearing in the trade press during 1980. Pages 63-94. [GM11; \$5.00]

**Solvency, Financial Statements, and the Importance of Cash-Flow Information**, by A. Neal Geller and Loyd C. Heath. The statement of changes in financial position, while useful to firms operating in an earlier financial environment, has become an anachronism today. This article presents a new financial statement—one that reflects changes in cash flow, rather than changes in working capital. Pages 45-51.

**Hotel General Managers: A Profile**, by Mario J. Arnaldo. A recent survey yields insight into the type of people who occupy the position of general manager and the nature of their managerial activities. Pages 52-56.

**Solving Marketing Problems through Creative Promotions**, by Jessica Dee Zive. Practical guidelines and case studies of successful hotel promotions show how to plan a promotion that is a solution, as well as a sensation. Pages 57-61.

**The Fine Art of Selecting Fine Art for Hotels**, by Debra Rhodes. Useful pointers on how to choose art that adds to the ambience of your property. Pages 62-64.

**Cash-Register Technology: What's New for Restaurants**, by Stanley Hayman. A look at a new computerized cash-register system that provides two-way communication between the kitchen and dining areas of a restaurant. Pages 67-70.

**The Executive Chef: Manager or Culinarian?**, by Wayne C. Guyette. A recent study shows that the executive chef—called on to be both a culinary craftsman and an effective business manager—is often beset with difficulties in accomplishing his managerial objectives. Pages 71-78.

**The Woman Food and Beverage Manager**, by Carole Hackett. An examination of how women are faring in the traditionally male-dominated field of hotel food and beverage management. Pages 79-85.

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#### February 1982 (Vol. 22, No. 4)

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**(The Inn-Side of the Law) Differential Room Rates: Unreasonable Exclusion or Fair Promotion?**, by John E.H. Sherry. Examination of a recent California case that establishes the right of an innkeeper to discount or lower room rates, providing his purpose is to attract patronage rather than exclude it. Pages 6-7.

**Teleconferencing: How To and What For**, by Jorgen H. Hansen and Charles M. Knuff. A straightforward examination of how teleconferencing works and how your operation can profit from it. Pages 8-11.

**The Telecommunications Revolution, Part I**, by James S. Teicher. Satellites and computers are fast transforming the business world. First in a two-part series, this article describes what converging communication technologies can do for the hospitality industry. Pages 12-16.

**The Divisive Issue of Comparable Worth and the Hospitality Industry**, by Paul S. Greenlaw and Barbara C. Grubb. An examination of recent court cases and governmental actions that bear on the issue of comparing male and female employees' salaries for different types of work from the standpoint of possible discrimination. Pages 17-24.

**The Laws of Restaurants: Review and Update**, by Jon P. McConnell. A practical overview of the laws governing common forms of liability to which restaurateurs are subject. Pages 25-29.

**Managerial Jobs in Chain Organizations**, by James R. Pickworth. A study of 13 management positions in today's chain hospitality organizations. Pages 30-33.

**Quality Inns International Pursues International Quantity.** A profile of the rapidly expanding Quality Inns organization and of the executives behind the expansion. Pages 34-40.

**Westin Hotels: The Second 50 Years.** An in-depth look at Westin Hotels and its chief executive officer, Harry Mullikin. Pages 41-46.

**The Hyatt Regency Maui: Luxury Pays Off**, by George V. Whisenand. A case study that shows how to build a 725-room hotel when you can't afford to build a 600-room hotel. Pages 47-49.

**Four Seasons Breaks into the U.S. Market.** An update on the Canadian firm's new acquisitions and construction projects, and its command of preopening management techniques. Pages 50-53.

**The Casino Resort Hotel**, by Everett H. Lord-Wood. A practical consideration of some of the factors affecting casino resort development, a new and exciting frontier for the hospitality industry. Pages 54-60.

**Stress and Your Employees**, by Robert A. Brymer. A look at job-related stress and its effects on hospitality employees, including practical guidelines to aid hospitality managers in reducing stress among their employees. Pages 61-66.

**Do You Like Your Work?**, by Abraham Pizam and Venkat Chandrasekar. A survey for *Quarterly* readers that assesses job satisfaction. Pages 67-71.

**The Manager's Guide to Fresh Produce**, by Mary H. Tabacchi. How to purchase, store, and prepare fresh fruits and vegetables for best results. Pages 72-79.

